

# BUSINESS PROCESS REENGINEERING - ACTIVE LIST

No.	Initiative/ Topic	Goal/Objective	Source	Owner	Core Function	Present Status	Previous Status	Est Comp Date	IT Impact	Recommended Priority	DSCA Priority
1	<b>Improvement of Case Closure and Reconciliation</b>	Satisfy FMS customers and increase efficiencies by continually improving recon/closure methodologies and by promptly closing cases	IPT #2	DSCA, COMPT-FM David Rude	Case Closure	-- Work with CEMIS. -- Improved policies as contained in DoD FMR and SAMM. -- Develop closure policy handbook. Objectives: 1) consolidate policies and procedures into one publication; 2) promote educational/training tools; and 3) facilitate timely reconciliation and closure. Next mtg. On manual: 25-26 Jul 02 in Philadelphia. -- Close ACCP supply complete cases >2 yrs (by 30 Sep 02). -- Conduct next conference (18-21 Nov 02)	-- Briefed as deliverable at Sep 01 Security Cooperation Conference -- Completed case review and reconciliation matrix. -- Briefed several non-ACCP participating countries -- Enlisted all IAs into closure process -- Standardized criteria for case reviews & reconciliation's -- Promoted tools & policies available to expedite closure -- Conducted closure/reconciliation conference (7-9 Nov 01) -- Completed ACCP supply completed case closure reviews. -- Concluded briefings to non ACCP customers (Austria already converted to ACCP).	On-Going	Med.	High  <b>NOTE: This is the #1 priority assigned by the FPG.</b>	High

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2	<b>End-To-End Control Mechanism</b>	Develop a unique mechanism that allows complete tracking of FMS orders from distribution of OA through final deliveries of goods and/or services. This particularly applies to major end items and non-catalog items.	RCT Freda Lodge	Navy Rich Bennis  DSCA Compt (Patti Higgins) & P2 (Brion Midland & Steve Harris)  Coordinate with OSD Compt and OSD AT&L	Case Execution	-- OUSD(C) studying "commitment accounting" from commitment through expenditure. However, end-to-end needs to start <i>upon obligation</i> of funds.  -- CEMIS is being designed to be an official feeder system to the accounting system and will include funds distribution. End-to-end control mechanism is being included in CEMIS.  -- Mtg. with OSD Compt. was successful.  -- OSD Compt. doing major financial review. Meanwhile, we will continue internal ORD refinement within CEMIS.	-- DFAS stated that the long line of accounting could not accommodate such a mechanism. MILDEP domestic logistics systems did not have a means to accommodate this mechanism.  -- Discussed during CEMIS acquisition sub-group meetings in mid-Apr 02.	Jul 03	High	Medium  <b><i>NOTE: This is the #2 priority assigned by the FPG.</i></b>	High  First One To Be Done

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3	<b>FMS Surcharges</b>	Determine appropriate FMS surcharges to include rate(s) validation, scope, process involved with each, and resulting policy improvements.	COMPT-FM	DSCA, COMPT David Rude and Vanessa Glascoe	Case Development and Case Execution	-- FMS Surcharge Assessment Team established in FY 01. Meetings continue. -- Late Apr/early May 02: Completed CAS improvements; policy package being issued. --Currently addressing: PC&H and transportation -- Next meeting is scheduled for 31 Jul 02.	Game plan as of 18 May 2001: With the assistance of ODS/AT&L as the lead, and with the mutual consent of OUSD (COMPT), a working group would be formed with the charter of reviewing the FAR (including parts 25, 42, and 46), and the corresponding DFARS, CAM, etc. This action would necessitate the need to coordinate all conclusions with the applicable MILDEP acquisition, contracting, auditing, and security assistance communities, DLA, DCAA, DCMA and DSCA, as well as FMS customers.	Dec 02	TBD	High  <b><i>NOTE: This is the #3 priority assigned by the FPG.</i></b>	High

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4	<b>LOR by E-Mail</b>	This initiative would provide an alternative to conventional mail for customers willing to use electronic mail for submission of LORs to the US Government. Nothing would change with the source document itself or the authorization of the international customer parties releasing the LOR and the USG parties acting on the receipt of the LOR.	IPT #4	DSAMS PM  DSCA Kent Wiggins 703 604-6553  P-2&3 Steve Harris	Case Development	-- The concept has been coordinated throughout DSCA, the Services, State and international customers. -- A successful test was conducted with Australia. -- DSCA has established a central mailbox (LOR-DSCA@osd.pentagon.mil) for copies of all LORs sent to DSCA, and State has established a similar central mailbox. -- To aid in record keeping and potential future automation (including DSAMS), a standard naming convention will be used for the e-mail attachment file name and Subject line to ensure uniqueness and consistency. -- DSCA Policy Letter implementing the process is expected by 31 Jul 02.	-- IPT #4 at final meeting gave IT go ahead to draft a proposal and get out for comment. Norway, Canada and Australia also volunteered to be test countries. -- State PM Bureau willing to participate.				High 2 <sup>nd</sup> One To Be Done

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5	<b>Refine Cooperative Logistics Supply Support Arrangement (CLSSA)</b>	Refine, improve and streamline the CLSSA process		DSCA, COMPT-FM David Rude & Vanessa Glascoe	Case Execution	-- Follow-on meetings to focus on reforming the budgetary/ obligational authority process, the cash flow process, addressing placeholders (such as how to treat funds already invested by purchasers), and a marketing/ education campaign to promote the advantages of the "reformed" CLSSA. -- Last meeting held 9-10 Jul 02.	-- Project Team meetings commenced in Sep 01 and have continued. -- OGC briefed group on legal basis for CLSSA at its 26 Feb 02 meeting. -- Meeting of Project Team was scheduled for 2 May 02. Intended to focus on ways to reform the CLSSA program structure.	Dec 02	TBD	High	High
6	<b>FMS Point-to-Point Material Tracking</b>	Track shipping transactions from both organic and contractor-operated depots. Must examine implications in freight forwarder community and government export controls.	RCT Freda Lodge	Navy Rich Bennis  AF Dan Weiner  USASAC (Alex) Craig Hodge  DSCA, P-2&3 Brion Midland	Case Execution	-- Explore the use of smart technologies for end-to-end control of these transactions. -- PackageTrack briefing scheduled for 25 Jul. -- PowerTrack briefing scheduled for 29 Jul 02. Portal Phase IV (Mar 03) may incorporate capability. CEMIS will incorporate capability, after late CY2002 discussions with MILDEP SMEs.	-- Requires DoD agencies and MILDEPs to change existing domestic policy and data systems. -- Explore use of Commercial Asset Visibility (CAV) and Commercial Visibility-Organic Maintenance (CAV-ORM), current Navy systems that focus from point-to-point. -- PowerTrack has demonstrated savings in manpower and enhanced customer service.				High

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7	<b>Military Articles and Services List (MASL) Improvement</b>	Improve, streamline and educate the FMS community on the MASL		DSCA, COMPT-FM David Rude	Case Execution	Project Team Meetings commenced in Sep 01. Meetings scheduled to resume in early CY03.		Jun 03	Low	Low	<b>Low</b>

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8	<b>Navy FMS Dual Track</b>	-- This initiative creates a "Dual Track" case that provides international customers access to the DoD supply system and the option of using a Commercial Buying Service (CBS) via a single FMS case -- 80 percent of the case value will be allocated to FMS purchases and the remaining 20 percent will be allocated to CBS purchases. -- FMS Dual Track is not intended to replace existing supplemental buying service procedures but to create additional customer options.	IPT #4	Navy CDR Broadwater Susan Lyon (202) 764-0300  DSCA, P-2&3 Steve Harris	Case Development and Case Execution	-- Navy briefed the Deputy Director, DSCA on 24 Apr 02 -- Test has been authorized to proceed with an 80% FMS/20% CBS split. Navy directed in January of 02 to amend/restate the two existing cases (with Netherlands and Norway). -- Test period will last one year after case implementation. -- FMS Dual Track represents a new direction in Security Assistance. FMS Dual Track will provide interested customers a single portal to DoD inventories and electronic commerce. Additional anticipated benefits include a reduction in backorders, improved FMS logistics response time, and new options for tailored FMS customer support.	--All requisitions submitted to Navy ICP, data entry made and USN searches stock for immediate fill (gives ICP visibility of customer needs) --Non-fill items are sent to commercial buying service designated by the foreign customer (use commercial buying service that customer is comfortable with) --Items shipped by commercial buying service under FMS case (do not require export license) --Commercial buying service submits invoice against standard Letter of Credit (does not have to deal with USN billing procedures) -- This is a "Best Practice" submitted by Navy to IPT #4.	Aug 03			Med

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9	<b>Supply Discrepancy Report (SDR) returning material process using U.S. Bank Power Track System</b>	Expand Power Track to other MILDEPs and Agencies. Institute a completely electronic payment tool that eliminates paper from the freight payment process by automatically paying carriers and electronically billing shippers; auditing and record keeping are done electronically as well. Power Track enables asset visibility and shipment control by using one contract carrier for door-to-door transportation	RCT Freda Lodge	Army Peggy Lindsay  DSCA, P3 Steve Harris  Navy Susan Lyon  FPG Erik Guldhav	Case Execution and Case Closure	-- This will require additional information/ research before it can be addressed.	-- DOD adopted Power Track as its standard method to pay contracted carriers for the armed forces, National Guard, DLA, and TRANSCOM.  -- Norway recommends expanding to other MILDEPs.				Low
10	<b>E Mall – Direct Delivery to FMS Customers and Use of Debit Cards</b>	Our international partners wish to order items from the DoD E-Mall that will be directly shipped and paid for via debit card.	DLA	Linda Kimberlin (Ex Graham) 703-767-7515 e-mail: <a href="mailto:linda_kimberlin@hq.dla.mil">linda_kimberlin@hq.dla.mil</a>	Case Development and Case Execution	-- DLA is currently awaiting a decision from DLA J-3 as to whether or not the commercial items will continue to be made available on the E-Mall and if foreign customers will be allowed to participate. – If favorable decision, then DLA will seek a legal review as to the viability of the direct commercial approach.	-- DLA has been requested to update on this issue.				Low



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11	<b>Increase ILCO Flexibility for determining support methods for delivering goods and services identified on LOA, and/or amendment / modification documents.</b>	Allow ILCOs flexibility to establish different support arrangements with each intl. customer that permits/directs how orders are processed & where orders are routed. This process will allow orders to bypass the DoD supply system and go directly to vendors; and allow customers to direct orders to specific vendors without sole source approval.	RCT Freda Lodge	USAF Dan Weiner  DSCA, P-2&3 Steve Harris  DSCA COMPT	Other Security Cooperation	-- DSCA needs more information on this initiative.  -- Mr. Weiner at USAF needs to submit a fully-coordinated and staffed Issue Paper on this matter.  -- "ILCO Summit" Planning Mtg. Scheduled for 18 Sep 02.  -- "ILCO Summit" planned for spring 03 – this is a good topic for that mtg.	-- May result in cost savings to international customers by bypassing the DOD infrastructure.  -- International customers have expressed interest in this initiative.				Low
12	<b>Increase SDR write-off threshold.</b>	Allow an SDR automatic write-off threshold of \$500 to avoid the expense of SDR investigation and adjudication. DSCA Policy change required.	RCT Freda Lodge	Army Peggy Lindsay  DSCA, P3 Steve Harris  Navy Susan Lyon  FPG Erik Guldhav	Case Execution and Case Closure	-- This will require additional information/ research before it can be addressed. -- Applicable MILDEP will be tasked to provide a coordinated issue paper on this topic.	-- On-going. This initiative can be resolved via internal security cooperation policy change.				Low

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13	<b>Life-Cycle Sustainment Support</b>  <b>Manage FMS Reserve And Resale Out-Of-Inventory Equipment</b>	Eliminate FMS-unique follow-on support (i.e., CLSSA, blanket order, etc.) and allow MILDEPs and DLA to provide support based on best practices.	RCT Freda Lodge	Navy Rich Bennis  Navy IPO CDR Broadwater  FMS Reserve Leg. Review: DSCA, GC, P-2&3, LPA & COMPT	Case Execution	-- NAVSEA sponsoring a FY03 legislative initiative for the FMS Reserve. A similar attempt was made in FY 02 by Navy but was unsuccessful.  -- DSCA GC is working with Navy on language to overcome DSCA concerns.  -- Working toward FY 04 legislative initiative.	-- Cross-references to Active BPR initiative 6 and Archived BPR initiatives 18 and 44.  -- 65% of program fully implemented with secondary items. Presently, the Arms Export Control Act (AECA) prohibits buying in anticipation of demand. Need legislation change in order to accommodate appropriation-funded items.  -- Navy pilot FMS "Dual Track"; FMS Reserve concept; MILDEP Commercial Buying Services.				Low

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14	<b>Qualitative Analysis of FMS Business Activity Moved forward from list of Innovative Ideas.</b>	Focus to be placed on: 1) defined order/blanket order cases; 2) 3 of lines on a case; and 3) total # of cases.	Lt Gen Walters	DSCA P2 (Mrs. Baker) and Compt. (Mr. Rude)	Case Development	Compt and P3 meeting and analyzing data.	The Director told Compt. and P3 director to form an analysis working group to look at how our work processes can be amended/updated (e.g. blanket order cases vs. separate LOAs for supplies). He said this will impact directly on BPR. ISI contractor (Mr. Woods, former DSAA Compt.) briefed Director 4 Jun. Two tier: Analysis Steering Committee and Analysis Cell being recommended to analyze data, prioritize issues, and determine the way ahead.	Aug 02			High
15	<b>Tri-Service ILCO Symposium. Navy idea, moved forward from list of Innovative Ideas.</b>	Hold an "ILCO Summit"	Mr. Rich Bennis	CEMIS Corporate Info Team DSCA, P2 (Mr. Lazarus and Ms. Robinson)	Case Execution	-- "ILCO Summit" Planning Mtg. Scheduled for 18 Sep 02.  -- "ILCO Summit" planned for spring 03.		Spring 03			Med